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28 April 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board  
FROM: Task Force on CIA Career Service  
SUBJECT: Final Report  
REFERENCE: Your Memorandum dated 2 April 1954

1. Attached is a proposed regulation establishing the Career Service of the Central Intelligence Agency. This regulation implements the plan approved on several occasions by the CIA Career Service Board ("Selection of Permanent Career Staff", dated 8 January 1954). Incorporated in the regulation are:

a. The definition of the Career Service, approved by the Board at its 15th meeting on 19 November 1953,

b. The statement of obligation to serve when, where, and as directed, subject to consideration of qualifications, personal desires and circumstances, as approved by the CIA Career Service Board at its 15th meeting on 19 November 1953.

c. The Career Selection Report as approved by the Board at its 19th meeting on 28 January 1954.

2. The Task Force recommends the elimination of the procedure whereby the Selection Board and the Examining Panels would review certain cases prior to the expiration of the trial service period. The Task Force believes that this is an essential and inherent responsibility of the Office of Personnel and that the Office of Personnel has the facilities necessary to carry out this responsibility. Further, the Task Force believes that it is inappropriate for the mechanism which is set up for selection into the Career Service to be utilized for review of the cases of marginal individuals during their trial service period with a view toward separating them from the Agency.

3. The Task Force wishes to point out specifically that all persons on duty as of the effective date of this regulation will be accepted into the Career Service provided:

a. They evidence their desire to be members of the Career Service by executing the application,

b. No adverse actions are formally pending against them, and

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c. They have served an aggregate of three years in Staff Employee status with CIA.

4. The Task Force realizes that paragraph 6 of the proposed regulation would result in preparation of both the Career Selection Report (CSR) and the Personnel Evaluation Report (PER) for all new employees. This approach will result in additional work for supervisors and reviewing officials and duplication, in part, of forms, procedures and workload for the Office of Personnel and Administrative Officers of the several Agency components. There are at least two alternatives:

a. To eliminate the PER during the provisional period. This course of action during the formative stages of the employment of new personnel would eliminate the one positive formal tool now provided to assist in promoting better working relations between employee and supervisor and to promote a higher quality of supervision.

b. To consolidate the PER and CSR. This course of action would make the new consolidated form the principal, formal instrument

- (1) for over-all evaluation,
- (2) for selection into the Career Service, and
- (3) for supervisory assistance to the person concerned.

The amalgamation of these three functions into one form might, the Task Force believes, make it increasingly difficult for the supervisor to be wholly objective and might impair the effectiveness of the form.

5. The Task Force recommends that the Board approve the regulation as it stands and that the question of how a person is to be evaluated be considered by the Selection Board when it is appointed, since at least nine months will elapse after the regulation becomes effective before this procedure will be inaugurated.

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